



S E C R E T

Security Information

7 December 1951

PERSONNEL POLICIES FOR [REDACTED]

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1. This paper is forwarded to all Area [REDACTED] Chiefs in order that they may understand and be in a position to explain the basic policies which underlie assignment, rotation and promotion of personnel attached [REDACTED]

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2. For a long time the Home Office has recognized the need for a system of rotation and promotion which would serve the best interests [REDACTED], give equal opportunity for advancement to all personnel of [REDACTED] regardless of the position held or the location of the assignment, and provide a sound basis for the establishment of a career corps.

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3. The first steps in setting up such a system were taken over a year ago and consisted of listing of all personnel by time in grade with a view towards eliminating the "forgotten man", and equalizing the promotion situation between the different areas of the world. Within the last year, all personnel attached to [REDACTED] have been promoted at least one grade, with few exceptions.

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4. In a further effort to establish a sound and equitable rotation, promotion and assignment program, and remove the possibility of personal favoritism, a board was convened in Headquarters in the Spring of 1951 with a precept that called for: establishing adequate records (which were sadly lacking) of personnel qualifications to be used as the basis for its actions; a formula to be used as a guide in determining eligibility for promotion; and the adoption of a few basic policies to guide it in its decisions. In the formula, over-all experience, length of service with [REDACTED] time in the present grade, education, and age are all factors in establishing a norm for each individual which is used as a guide in determining his eligibility for promotion. This norm is not the final criterion by which promotions are recommended. Other factors, particularly fitness reports, loyalty and career mindedness, and outstanding performance of duty, have a considerable bearing on the decisions of the Board.

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5. On 28 September 1951, the Board was reconstituted as a permanent board with a permanent full-time Secretary, under generally the same precepts as set forth above for the purpose of advising the Assistant Director [REDACTED] on matters of rotation, promotion and assignment. At the present time, this Board, meeting weekly, is in the process of considering the entire roster of personnel assigned to [REDACTED] with a view towards selecting those individuals who should be promoted to the grade of the slot they are presently occupying. Where proper grades do not exist to effectively meet the needs for advancement of the personnel concerned, they are reassigned to other slots which give them the necessary opportunities.

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6. As a general policy, overseas tours of duty in any one area are limited to two years; however, individuals may be re-assigned to the same area for an additional tour of duty where exceptional conditions dictate. No individual is assigned exclusively to Headquarters training duties for a period greater than two years, as a loss of touch with field operating problems is likely to result. Headquarters assignments with the exception of certain categories are normally for not more than four years.

7. Requirements for personnel overseas are determined six months in advance by the Board, which proceeds to recommend lists of names of persons suited for such assignment. Reassignment upon rotation is made where possible to duties which will broaden an individual's experience in the field of communications. Individuals fully qualified for promotion upon rotation are reassigned to slots carrying additional responsibility and the higher grade as far as possible in order to allow steady progress in their careers.